COMMUNICATION

OTR BULLETIN

MARCH - APRIL 1969

OTR BULLETIN

Purpose

The purpose of the Office of Training Bulletin is:

(a) To provide Training Officers, Supervisors, Managerial personnel and others with information on training opportunities within and outside the Agency.

(b) To publish special articles dealing with education and training policy, philosophy, methods and techniques, and with training-related subjects of particular interest.

(c) To promote interest in education and training as an aid in achieving Agency goals.

Recommendations for improving this service may be directed in writing to the Registrar, OTR, 1000 North Glebe Road, or by telephone to extension ███████   25X1A

CONTENTS

BULLETIN BOARD

CONFERENCE FOR CORPORATION EXECUTIVES

"Japan: Competitor of the Western World" is the last in the series for FY 1969 of the Conference for Corporation Executives given by the School of Advanced International Studies, The Johns Hopkins University. The conference is scheduled for Friday, 25 April 1969. The Registrar Staff receives only 5 complimentary invitations which are available to overt employees only. Covert employees may attend but there is a charge of $75.00. The $6.00 fee for the optional luncheon is paid by the attendee in either case. For enrollment information call RS/ETB, extension ███

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COURSE CHANGES

Please note that an extra running of the Management Course has been scheduled on 21 - 25 April in Room 610, Magazine Building.

The Intelligence Review Course, No. 2-69, originally scheduled for 21 April - 2 May 1969 has been rescheduled to run from 14 - 25 April 1969 in Room 701 Glebe.

PROGRAMMED INSTRUCTION

The Office of Training has leased a Didactor teaching machine and some units of programmed instruction to be used with it for a trial period to determine its suitability for Agency training requirements. The machine is located in the 1000 N. Glebe building and interested Agency employees are invited to call extension ███ to schedule a time to use the programs there for self-study. Topics available include grammar, vocabulary, Ohm's law, semiconductors, transistors, slide rule, introduction to algebra, binary numbers, and Boolean algebra.

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CLERICAL
TRAINING
AND
TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

24 March - 18 April   2 - 27 June
28 April - 23 May

Before taking either course, or both, an employee is required to take a preliminary test or tests given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take. These tests are given on Wednesday, typewriting at 9:30 a.m. and shorthand at 10:30 a.m. Dates for the preliminary tests in the above courses are:

19 March   28 May
23 April

Submission of a Form 73 to AIB/RS for refresher training is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place to report.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers must arrange registration directly with CTF, extension ▐▐▐ before 5 p.m. the Thursday immediately preceding the desired Monday testing. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF notifies Training Officers or Personnel Officers of the results of the tests.

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Tests will be given on: 17 March, 31 March,
21 April, 5 May,
26 May, 9 June,
30 June

Applicants report to Room 416, Ames Building.

LANGUAGE
PROFICIENCY
TESTING

Language proficiency tests are conducted by the OTR Language School to assist the Agency in maintaining a current inventory of its language capabilities. The following schedule is for the use of employees who have an untested claim still on the record, for those whose previously tested proficiency is over three years old, and for those who are to be tested for other purposes, such as returnees from overseas, in accordance with the Agency's Language Policy and ███████ CIA Foreign Language Program.

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Training Officers should arrange tests for employees by contacting the Language School, extension ███████

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Tests at Headquarters Building may be scheduled on the following dates:

French: March 4, 7, 11, 14, 18, 21, 25, 28
         April 1, 4, 8, 11, 15, 18, 22, 25, 29
         May 2, 6, 9, 13, 16, 20, 23, 27
         June 3, 6, 10, 13, 17, 20, 24, 27

German: March 7, 14, 21, 28
         April 4, 11, 18, 25
         May 2, 9, 16, 23
         June 6, 13, 20, 27

Spanish: March 4, 11, 18, 25
         April 1, 8, 15, 22, 29
         May 6, 13, 20, 27
         June 3, 10, 17, 24

Spanish tests are offered on a space-available basis at Arlington Towers on the following dates:

         March 6, 13, 20, 27
         April 3, 10, 17, 24
         May 1, 8, 15, 22, 29
         June 5, 12, 19, 26

Tests in all other languages are by arrangement.

LANGUAGE TRAINING SCHEDULE

OTR's Language School will offer both full-time and part-time courses during the first 6 months of CY 69. All full-time courses are for the times noted below and are conducted in the Washington Building Annex of Arlington Towers. Part-time courses for the most part will meet for four hours daily in the morning, and will be conducted for 200 to 400 hours. Starting dates and the standard length for courses are set out below.

Full-time Courses

World Languages (Intermediate Goal)

(French - 28 weeks, German - 28 weeks, Italian - 24 weeks, Portuguese - 24 weeks, Spanish - 24 weeks)

Beginning date: 5 May 1969

All Other Languages

Beginning date: 5 May 1969

(Full-time Chinese, Japanese and Vietnamese language training is arranged at appropriate times with the responsible Agency components.)

Part-time Courses (All Languages)

Beginning date: 5 May 1969

Applications (Form 73) for either full-time or part-time language instruction must be submitted to the Admissions and Information Branch, Registrar Staff, a minimum of six weeks prior to the beginning dates of the course. Please indicate under "Remarks" (Item 12) all previous experience the employee has had in any foreign language or languages, particularly for the language in which training is being requested. Also state the level of proficiency desired. Training Officers will be informed if any pre-course testing or interview is necessary and of final arrangements for attending classes. Language aptitude tests are required before acceptance for language training. Proficiency tests are required for all students who enter with some knowledge of the language.

For further information contact the Admissions and Information Branch, Registrar Staff, extension █████

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OTR CALENDAR

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              MARCH
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   2   3   4   5   6   7   8
   9  10  11  12  13  14  15
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  23  24  25  26  27  28  29
  30  31
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Administrative Procedures	10 - 14 Mar
ADP Orientation	11 - 13 Mar
Advanced Management (Planning)	23 - 28 Mar
Challenge of Worldwide Communism	17 Mar - 4 Apr
Chiefs of Station Seminar	24 Mar - 4 Apr
China Familiarization	10 - 14 Mar
CIA Review	11 Mar
Clerical Refresher	24 Mar - 18 Apr
CS Records I	24, 26, 28 Mar
CS Records II	31 Mar - 4 Apr
CS Records II (for CTs)	3 - 6 Mar
CS Review	3 - 14 Mar
Field Finance and Logistics	24 Mar - 11 Apr
Information Reporting, Reports, & Requirements	3 - 21 Mar
Intelligence Briefing (for NPIC)	3 - 26 Mar
Intelligence Production	3 Mar - 25 Apr.
Introduction to Intelligence	24 Mar - 4 Apr
Management	17 - 21 Mar
Operational ▮▮▮▮▮▮▮	17 Mar - 4 Apr
Orientation to Intelligence	3 - 14 Mar
Soviet Bloc Operations	31 Mar - 18 Apr
Support Services	3 Mar - 11 Apr
Support Services Review: Trends & Highlights	3 - 7 Mar
Vietnam Area Course	3 - 7 Mar
Vietnam Paramilitary Orientation	17 - 20 Mar
Vietnam Station Orientation	10 - 14 Mar

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                              APRIL
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             27  28  29  30
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Administrative Procedures	21 - 25 Apr
Basic Country Survey: USSR	28 Apr - 9 May
China Familiarization	28 Apr - 2 May
CIA Review	8 Apr
Clerical Refresher	28 Apr - 23 May
Counterintelligence Familiarization	28 Apr - 9 May
CS Records I	28 Apr, 1 & 2 May
CS Records III	7 & 8 Apr
Covert Action Operations Seminar	27 - 30 Apr
European Operations	14 Apr - 2 May
Information Reports Familiarization	7 - 11 Apr
	21 - 25 Apr
Intelligence Review	14 - 25 Apr
Intelligence Techniques	7 - 25 Apr
Introduction to Communism	7 - 18 Apr
JCS-DIA	29 & 30 Apr
Management	21 - 25 Apr
Operations Familiarization	28 Apr - 23 May
Operations Support	7 - 25 Apr
Orientation for Overseas	1 - 2 Apr
Parachute Jump Training	7 - 18 Apr
▮▮▮▮▮▮▮▮▮▮▮▮	7 - 10 Apr
Senior Management Seminar (Planning)	13 - 18 Apr
Supervision	28 Apr - 2 May
Support Services Review: Trends & Highlights	21 - 25 Apr
Vietnam Area Course	7 - 11 Apr
Vietnam Paramilitary Orientation	21 - 24 Apr
Vietnam Station Orientation	14 - 18 Apr

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Administrative Procedures	19 - 23 May
Advanced Management (Planning)	18 - 23 May
███████████████	5 - 9 May
CIA Review	13 May
Clandestine Scientific & Technical Operations	12 - 23 May
Counterintelligence Operations	12 - 23 May
CS Records I (for CTs)	28 - 29 May
CS Records II	5 - 9 May
Field Finance and Logistics	5 - 23 May
Information Reporting, Reports, & Requirements	5 - 23 May
Introduction to Communism	19 - 29 May
Introduction to Intelligence	5 - 16 May
Introduction to Map Reading & Imagery Analysis	5 - 21 May
Managerial Grid	4 - 9 May
Midcareer Executive Development	11 May - 20 June
Operational █████████████	5 - 23 May
Orientation for Overseas	6 - 7 May
Soviet Bloc Operations	19 May - 6 June
Vietnam Area Course	12 - 16 May
Vietnam Paramilitary Orientation	26 - 29 May
Vietnam Station Orientation	19 - 23 May
Writing Workshop (Basic)	6 - 29 May
Writing Workshop (Intermediate)	5 - 28 May

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                                      JUNE
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                           29  30
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Administrative Procedures	16 - 20 June
ADP Orientation	10 - 12 June
Advanced Management (Planning)	15 - 20 June
Air Operations	2 - 13 June
Chiefs of Station Seminar	9 - 20 June
CIA Review	10 June
Clerical Refresher	2 - 27 June
Counterintelligence Familiarization	16 - 27 June
CS Records II	16 - 20 June
CS Records III	23 & 24 June
Geography of Communist China	2 - 20 June
Information Reports Familiarization	9 - 13 June
	23 - 27 June
Intelligence Production	2 June - 25 July
Introduction to Communism	16 - 27 June
Introduction to Intelligence	2 - 13 June
Management	23 - 27 June
Operations, Phase I	2 June - 29 Aug
Operations Support	2 - 20 June
Orientation for Overseas	3 - 4 June
████████████████	22 - 25 June
Senior Management Seminar (Grid)	8 - 13 June
Support Services	2 June - 11 July
Support Services Review: Trends & Highlights	9 - 13 June
Writing Workshop (Intermediate) (for NPIC)	9 - 27 June

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National Interdepartmental Seminar

The National Interdepartmental Seminar Course on Problems of Development and Internal Defense has been substantially changed and restructured. The focus of the revised course is on policy problems -- the process and consequences of change in the developing countries in relation to United States interests, policy objectives, capabilities and involvement. These changes have been instituted pursuant to a directive from the Senior Interdepartmental Group.

More detailed attention will be given to:

(1) Political, economic, and socio-cultural backgrounds and dynamics of country situations.

(2) Institutional development in the frame of traditions, value systems, and requirements for modernization.

(3) Potentials and contradictions within modernizing sectors of societies.

(4) Economic, political and strategic factors in relationships between developed and developing countries.

(5) Changing conditions and requirements as these affect U.S. and other external economic, military, and political assistance and influence.

The length of the course is reduced from four to three weeks, requiring more closely-focused instruction and more intensive work by the participants. Emphasis is on developing greater sensitivity, analytic capability and understanding of the factors that senior officers must consider in making judgments on policy application and program direction.

National Interdepartmental Seminar (continued)

Lecturers include widely recognized authorities
from the field of academic research as well as high
government officials. The afternoon small-group
regional seminars focus on more particular problems
in each geographic area through briefings, selected
readings, group discussion, and case studies.

In refocusing as well as shortening the course,
military and public safety aspects of internal defense
have not been omitted but rather integrated into the
broader consideration of U.S. policy and resource
commitment.

The Agency has a quota of eight for each session.
For enrollment information call extension ███████   25X1A

The schedule through calendar year 1969 follows:

        Session No. 43 - 21 April - 9 May 1969
        Session No. 44 - 7 - 25 July 1969
        Session No. 45 - 8 - 26 September 1969
        Session No. 46 - 27 October - 14 November 1969

CIA has consistently participated in the National
Interdepartmental Seminars since their inception, pro-
viding both lecturers and students. Attendance at a
Seminar is required before CS officers are assigned
to certain posts. The Office of Training has scheduled
its Chiefs of Station Seminar so that key officers
may attend both seminars without schedule conflict.

Career Development in S&T Intelligence

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(Directors of the 1st and 2nd DDS&T Career
Development Courses, respectively)

Early in 1966, about three years after the creation
of CIA's Directorate of Science and Technology (DDS&T),
the need was recognized for a broad training program, in
view of the Agency's expanding S&T intelligence activities
and operations. The mission and responsibilities of the
new Directorate covered a wide range of intelligence
activities: collection, data processing, analysis,
finished intelligence production, research and develop-
ment, system deployment, etc. To accomplish these ob-
jectives, it was necessary to assemble a wide variety
of professional disciplines covering the entire scien-
tific and technological spectrum.

The recognition of a need for a "Career Development
Course," as it came to be called, was based partly on
this diversity in background of directorate personnel
and the judgment that more understanding was necessary
of the interrelationships between the various DDS&T
offices and the overall range of S&T intelligence
activities. It was also believed that ultimately the
management of DDS&T programs and activities could best
be conducted by those who over a period of time had
seen service in a number of offices. Therefore, the
concept of the new course included the expectation that
participants' career assignments would be oriented
toward the rotation concept within DDS&T.

The planning for this program proceeded rapidly and
in September 1966 the first DDS&T Career Development
Course was begun. A program was prepared consisting of
about 10 months of training involving all DDS&T offices,
as well as other components concerned with science and
technology. In selecting students for this initial
course, an attempt was made to assemble a group with
varied backgrounds and embracing a range of experiences
from the entire directorate, in part to provide a body
of experience on which to base selection criteria for
future courses. The fourteen students so selected
ranged in age from 25 to 36 and in grade from GS-10 to
GS-14. Their educational backgrounds included all

branches of science and engineering from the BS to the
PhD level, as well as two with non-scientific academic
degrees. They had from less than a year to as much as
5 years of Agency service.

Training in considerable depth was provided to
this group by each office of the DDS&T, by the Office
of Communications, the Technical Services Division and
the National Photographic Interpretation Center, and by
the National Security Agency. Participants also attended
the Operations Familiarization Course given primarily for
the Clandestine Services by the Office of Training. In
addition to the training provided at Headquarters, the
course included orientation and training trips to a
number of facilities in various parts of the United
States. It also included a one-week trip to ██████
principally concerned with electronic intelligence
(ELINT) collection activities and the interrelated NSA-
Air Force-CIA efforts involved.

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The course covered the following general areas
through lectures, seminars, panel discussions and field
trips: collection and processing of S&T information,
analysis and production of S&T intelligence, system
development and deployment, research and development,
and operations. Student evaluation was conducted
throughout the course involving class participation,
oral and written exams, practical exercises, and
prepared papers. Since career development is the
primary objective of this program, these evaluations
were intended to be useful contributions to judgments
regarding subsequent assignments of the students.

In addition to these evaluations, the students
were also evaluating the first course, including
content and methods of training. This student re-
view resulted in a number of changes in organization
and scheduling of the next course, given in the
1967-68 period.

The second Career Development Course, which began
in November 1967, was shortened to about 7 1/2 months.
It contained essentially all the areas and subjects
covered in the first course but in a rearranged and
somewhat condensed schedule. The eleven students in-
cluded two outside DDS&T--from the Office of Commu-
nications and the National Photographic Interpretation

Center. In general, the ages and grades of the group were comparable to those of the first course, but there was a higher percentage of BS level participants, with no PhD's in the second group (although one received his doctorate during the course). All students had scientific backgrounds.

The third course, which is now under way, followed the trends established earlier in that it was further condensed and shortened to about 4 1/2 months (January - May 1969). Student backgrounds, ages and grade levels generally followed the example set in the first two courses. The number of non-DDS&T participants was further increased in order to broaden the base of student participation in the course. This step is intended to contribute toward an important objective-- to improve communications and understanding between all components which are concerned with or have problems related to science and technology throughout the Agency.

At the conclusion of each course, the students have been returned to their original offices or given new assignments. In either case it was hoped that improved performances would result from the greatly broadened horizons and the better understanding of S&T intelligence activities across the board which the courses had provided. Preliminary evaluations suggest that the comprehensive program of training did increase the participants' capabilities as S&T officers and improved their potential for increased technical and management responsibilities. The results, career-wise, for each student will ultimately depend on his own accomplishments and capabilities, to which this training should contribute materially. Only after a considerable period of post-course experience, when a number of groups will have received this training, will the long-range benefits to DDS&T and CIA be fully realized.

●●●●●●●●COMMUNICATION●●●●●●●●
●●●●●●●●● *Person to Person* ●●●●●●●●●

Man's inability to communicate adequately results in lost meanings, ideas, and messages. So, instead of the satisfaction of more understanding, the listener is left with a sense of frustration and futility. In addition to being a waste of time, money, and effort, the ineffectual presentation causes other problems brought on by misunderstanding.
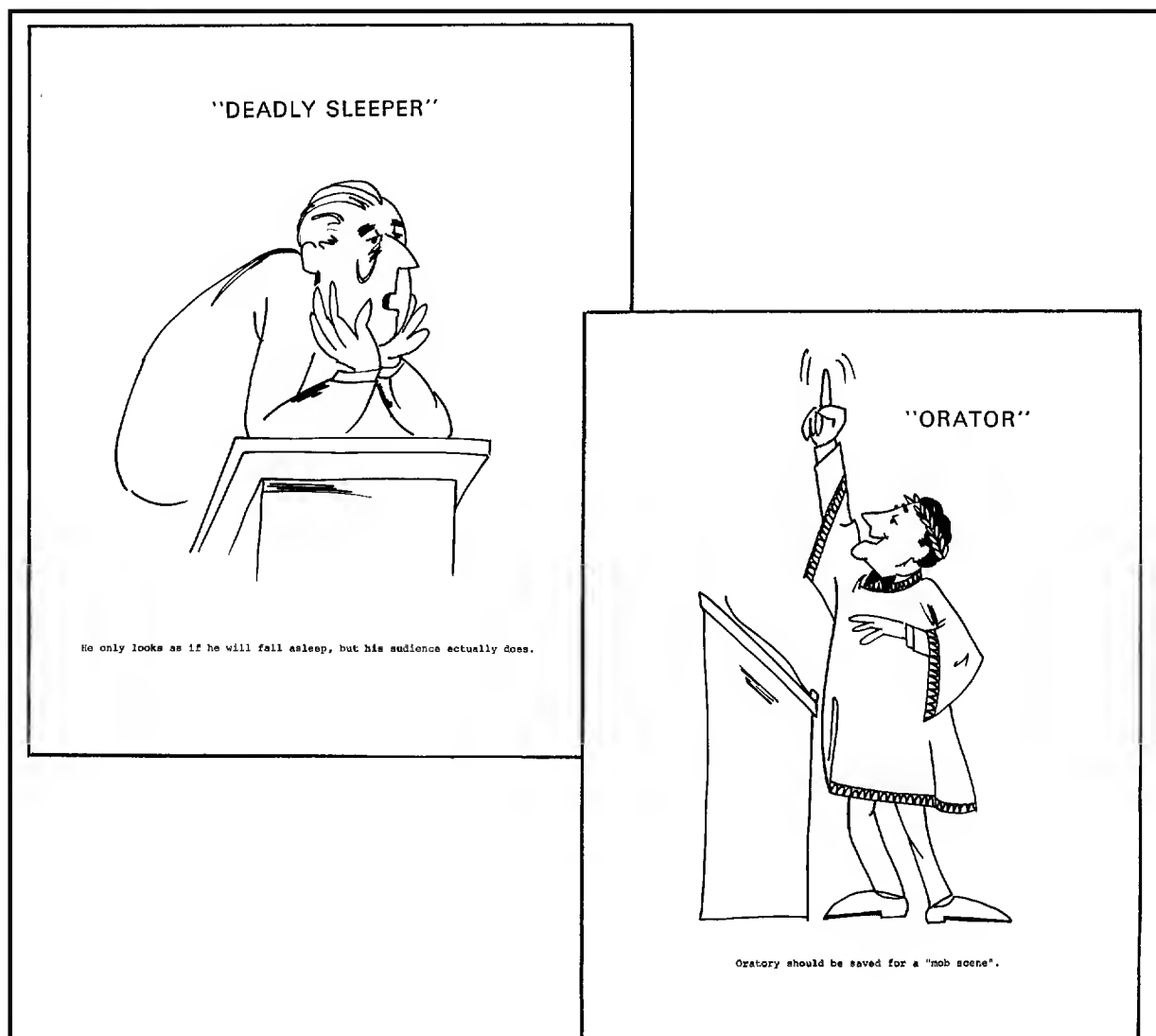
Mistakes are made, patience is exhausted, and confidence in the office function is destroyed. To overcome these negative effects of poor communication, lecturers, teachers, and instructors, who have the responsibility for getting messages across to groups of people, might find that a study of approved techniques of effective communication would be helpful.

Outlined below are some guidelines for improving person-to-person communication:

1. Determine your objectives before planning a presentation.

2. Formulate your own ideas before trying to communicate to others.

3. Present only one point at a time--completely.

4. Always speak slowly and clearly.

5. Use short sentences made up of simple, plain words. Long sentences are monotonously difficult to follow and an elaborate vocabulary, although impressive, is easily misunderstood.

6. Be careful of hidden messages conveyed by facial expressions, tone of voice, and gestures.

7. Check constantly to see how well your message is reaching your audience.

Observing these positive guidelines can improve your communication, but an awareness of negative actions to be avoided is also important. The twelve cartoons shown below graphically depict those characteristics which tend to distract an audience and limit the impact and understanding of a presentation.

CPYRGHT

"DEADLY SLEEPER"

He only looks as if he will fall asleep, but his audience actually does.

"ORATOR"

Oratory should be saved for a "mob scene".

"COMEDIAN"
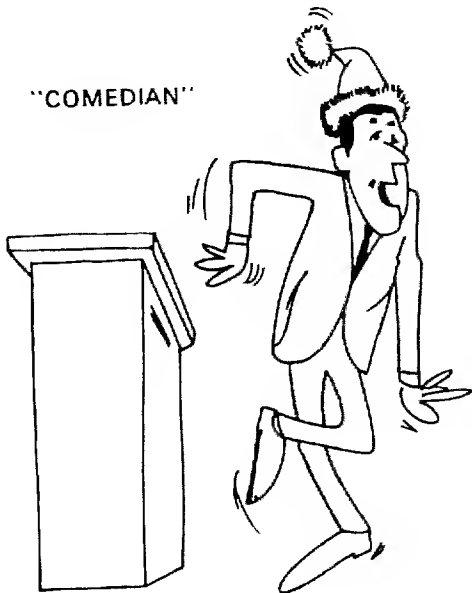
A joke is fine when its function is to emphasize a point in the presentation.

"PREENING PEACOCK"

The speaker probably doesn't know he is repeating these gestures, but they make his audience nervous.

"FUMBLER"

The first rule of using visual aids is "know your equipment".

"CLINGING VINE"
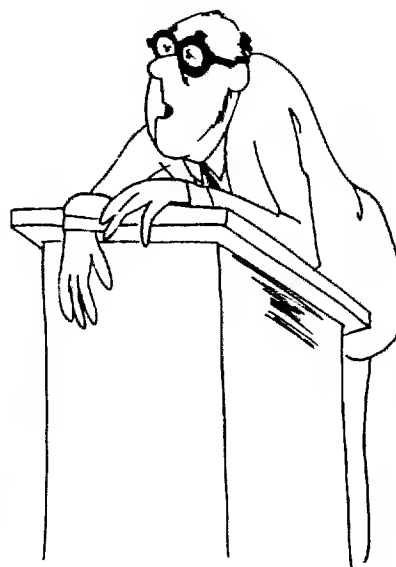
The audience will concentrate on the speakers frailty rather than on his words.

"NEAR SIGHTED NOTE NIBBLER"
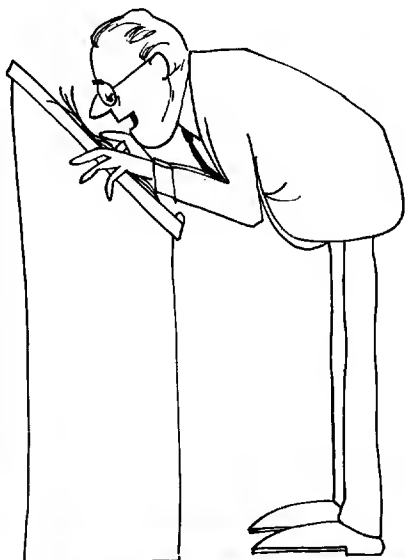
An ill-prepared speaker relies on his notes and loses his audience.

"MOVING TARGET"
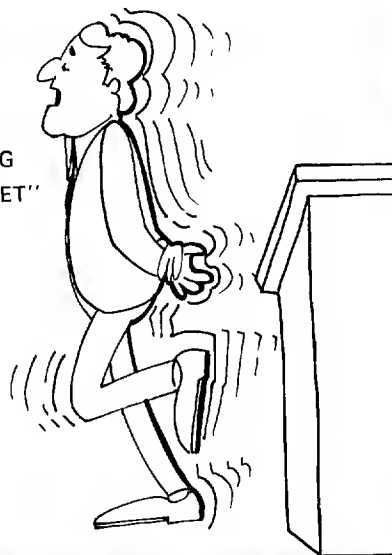
Focusing on a stationary object is easier than on a moving target.

"MOUNTAIN CLIMBER"
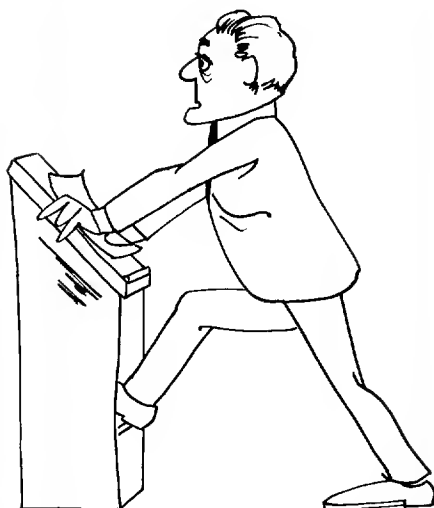
A more relaxed attitude would command a more receptive audience.

"MUSICIAN"
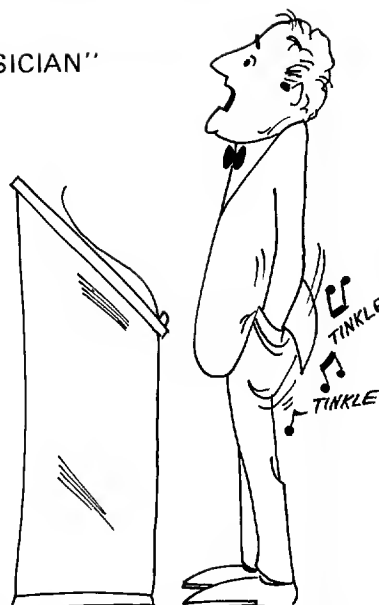
A tune of keys or change has no place behind a podium.

"GREAT SCIENTIST"

A brilliant man and a brilliant scientist, but he needs to translate the scientific terms into language the layman can understand.

"BON VOYAGEUR"

Sweeping gestures are great for "good-by," but not until your speech is finished.
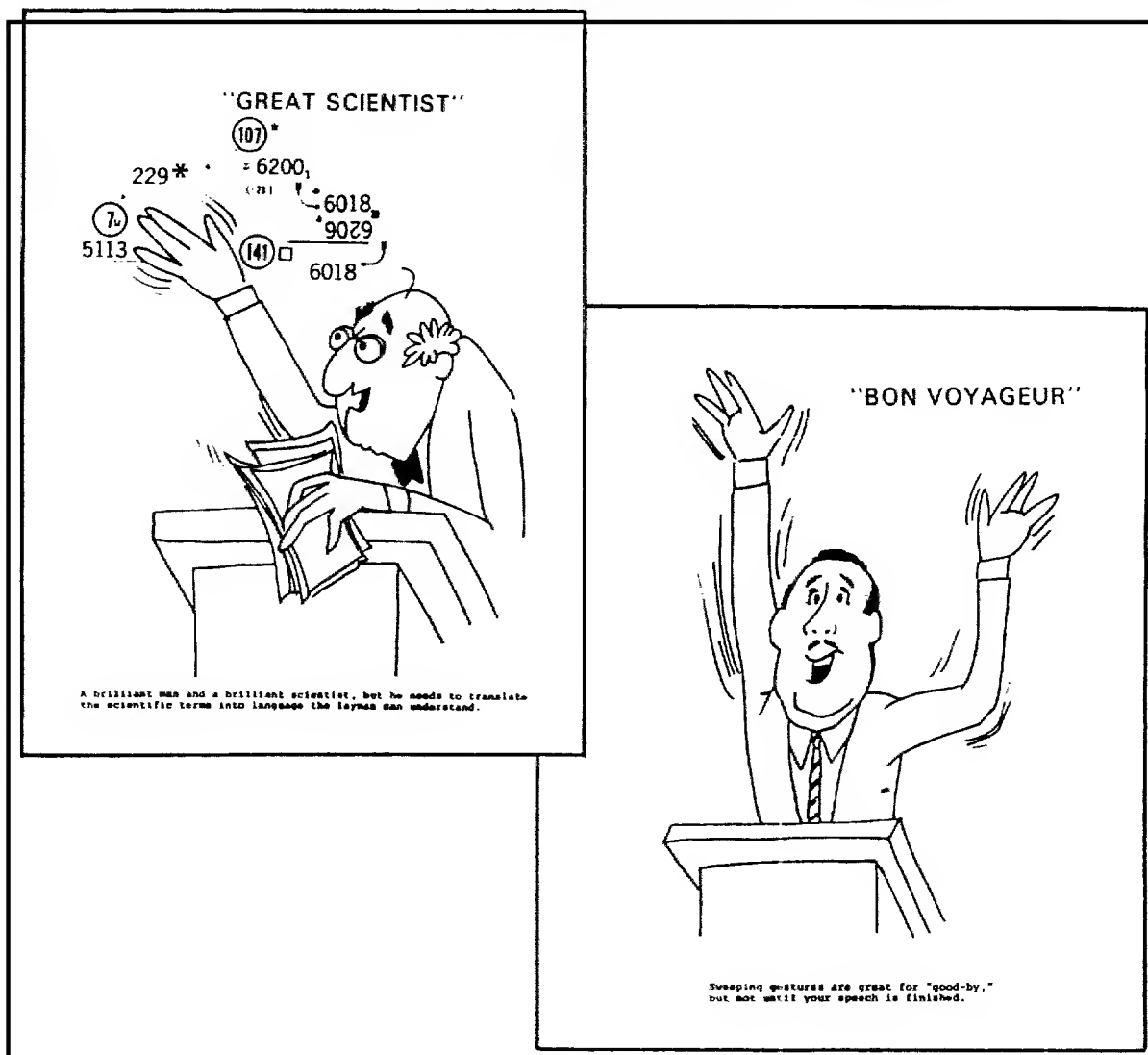
Reviewing these "do's and don't's" of efficient communication techniques will aid in improving your presentation and will result in more complete understanding of your message. The ultimate goal of avoiding costly errors and frustrating misconceptions can be achieved.

UNIVERSITY OF OKLAHOMA

THE ADVANCED PROGRAMS

The Advanced Programs of the University of Oklahoma
are fully accredited graduate degree programs designed
to provide up-to-date, mid-career training in the field
of economics and public administration. Students par-
ticipating in the Advanced Program in Governmental
Studies or in the Advanced Program in Economics are
able to maintain full time professional positions while
completing degree requirements for either the Master of
Arts in Public Administration or the Master of Arts in
Economics. In addition to the six locations in the
Continental United States, the University of Oklahoma
maintains centers on Guam and in Wiesbaden, Germany, so
that personnel in overseas establishments within easy
traveling distance of these two areas can avail them-
selves of this opportunity for graduate study. The
credits obtained are, of course, transferable to any
other center in the Program.

Advanced Program methodology combines attendance
in short-term intensive seminar sessions with independent
study and allows the student maximum flexibility in plan-
ning and completing a course of study designed to meet
his individual interest, professional needs, and time
schedule.

The intensive seminar session is a 30-hour week of
lecture, conference, discussion, group problem solving,
and individual study. This session is preceded by
preparatory reading and study equivalent to that normally
accomplished during a traditional 2-hour semester course.
Assignments and reading materials are mailed to the
student and are to be completed before actual partic-
ipation in the seminar sessions. These assignments do
not involve correspondence lessons, but rather are
preparation for the week of instruction, discussion,
and examination. A comprehensive examination is given
on the concluding day of the course. Two hours of
graduate credit are offered for each session. The
tuition cost is $50 per credit hour for the spring
1969 program.

Students may pursue areas of special interest through independent study in directed readings courses. Optional directed readings are offered with each 2-hour intensive seminar session for one additional hour of credit. Completion requirements of directed readings normally include the preparation of papers, reports or a written examination.

After a student has completed six hours in the Advanced Programs, he may request enrollment in the independent directed readings course for 2-3 hours of graduate credit.

All participants in the Advanced Programs are required to complete at least three credit hours of research problems in their selected degree program.

The schedule of spring classes in Washington, D.C. follows:

March 17-22	Sociology 350 - Special Sociological Problems. (Sociology of Urban Problems).
March 24-29	Economics 309 - Economic Forces Impact of Technology upon Modern Economy.
April 21-26	Political Science 218 - Public Employment Administration.

For further information call extension ███████   25X1A

NON-AGENCY
TRAINING

This section of the OTR Bulletin contains information
on non-CIA courses or programs related to career develop-
ment of CIA employees. Attendance may be sponsored by
the Agency or it may be self-sponsored. The Training
Officer must be consulted on Agency-sponsored training.

For additional information on the courses outlined
in this section of the OTR Bulletin or on other external
courses, call AIB/RS/TR, extension ███   For information   25X1A
on registration, call ETB/RS/TR, extension ███   25X1A

NON-AGENCY OFF-CAMPUS PROGRAMS

For the convenience of their employees many
Government agencies hold after-hours academic courses
for college credit in their own buildings. The
sponsoring agency staffs these "off-campus" courses
with their own employees who are accredited by the
appropriate University and who must follow its course
outline. These courses may be taken either individ-
ually or as part of a degree program. The tuition is
usually somewhat lower than for the same courses given
at the college (on campus). Most agencies will permit
students not employed by them to enroll on a first come
first served basis, but the Department of Defense limits
participation in some of their buildings to military
employees of the Services.

While it is true that Agency employees under
cover cannot take these courses in the CIA Off-Campus
Program, nethertheless, there are many excellent
opportunities for after-hours, off-campus academic
programs at these other installations in the area.
The programs cover a wide range of subjects with a
number of Universities represented, and offer an
opportunity to obtain academic training without the
limitations imposed by cover in our own program.

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Staff. Except for these restricted places, anyone
may enroll in any of the American University, George
Washington University, or University of Maryland off-
campus programs.

The courses can be taken with or without official
sponsorship. Agency policy towards sponsorship is
liberal enough so that an inquiry regarding this kind
of financial assistance might be profitable. The request
should be directed to the Component Training Officer.

Although this information comes too late to be of
value for the spring 1969 semester, it will be of use
for summer courses, and in planning for the fall 1969
program. For further information call extension ███

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Civil Service Commission courses and United States
Department of Agriculture Graduate School Special Programs
are listed below with their starting and ending dates,
location, cost, and whenever possible, required GS Grade
level. For course descriptions see your Training Officer
or call ███████████████████

Civil Service Commission

Automatic Data Processing

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS
24 - 28 Mar   1900 E. Street, N.W. $160
    For Digital Computer Systems Analysts.

DECISION LOGIC TABLE WORKSHOP
3 - 5 June   1900 E. Street, N.W. $ 95   GS-9 & above

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION
SYSTEMS
1 - 2 Apr   1900 E. Street, N.W. $ 90   GS-14 & above

EXECUTIVE SEMINAR IN STATISTICAL SCIENCE FOR MANAGEMENT
12 - 13 May   1900 E. Street, N.W. $ 75   GS-14 & above

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSTS
14 - 16 Apr   1900 E. Street, N.W. $135   GS-15 & above

FIELD WORK PROGRAM IN ADP SYSTEMS ANALYSIS
9 Apr - 28 May   1900 E. Street, N.W. $125   GS-9 & above

MANAGEMENT INTRODUCTION TO ADP
21 - 22 Apr   1900 E. Street, N.W. $ 50   GS-11 & above

MATHEMATICS FOR MANAGERS
8 Apr - 17 June   1900 E. Street, N.W. $250   GS-14 & above

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS
ENVIRONMENT
31 Mar - 18 Apr
28 Apr - 16 May
2 - 20 June   1900 E. Street, N.W. $160   GS-9 & above

SCIENTIFIC AND TECHNICAL APPLICATIONS OF ADP
16 - 20 June   1900 E. Street, N.W. $150   GS-9 & above

Civil Service Commission (continued)

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION
29 Apr - 1 May   1900 E. Street, N.W. $135
     See course description in annual Interagency Training
     Bulletin for eligibility.

SEMINAR ON ADP IN TECHNICAL INFORMATION SYSTEMS
23 - 25 Apr   1900 E. Street, N.W. $120   GS-9 & above

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS
7 - 11 Apr
9 - 13 June   1900 E. Street, N.W. $160
     For computer programmers and newly assigned analysts
     with programming experience.

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS II - ADVANCED
5 - 16 May   1900 E. Street, N.W. $375   GS-9 & above

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH
3, 4, 10, 11 Apr 1900 E. Street, N.W. $150   GS-9 & above

          Financial Management and PPBS

COST/BENEFIT WORKSHOP
14 - 18 Apr
9 - 13 June   1900 E. Street, N.W. $165   GS-11 & above

DETERMINING PROGRAM COSTS
21 - 25 Apr
2 - 6 June   1900 E. Street, N.W. $200
     See CSC announcement for eligibility.

EXECUTIVE ORIENTATION IN PPBS
18 - 20 June   1900 E. Street, N.W. $ 75   GS-14 & above

FEDERAL BUDGET PROCESS
3 - 4 Apr
22 - 23 May
26 - 27 June   1900 E. Street, N.W. $ 70
     See CSC announcement for eligibility.

FINANCE IN AGENCY MANAGEMENT
7 - 11 Apr
2 - 6 June   1900 E. Street, N.W. $145
     Open to Federal Staff and managers who require a
     working knowledge of cost analysis.

Civil Service Commission (continued)

FINANCIAL MANAGEMENT FOR PROGRAM ADMINISTRATORS
21 - 25 Apr   1900 E. Street, N.W. $175   GS-12 - 14

INTRODUCTION TO COST ANALYSIS
28 - 30 Apr
23 - 25 June   1900 E. Street, N.W. $145
     See CSC announcement for eligibility.

PPB GENERAL ORIENTATION
7 - 8 May
4 - 5 June   1900 E. Street, N.W. $ 50   GS-13 & below

PPB SEMINAR
12 - 23 May $300
     Two week residential. Consult Training Officer for
     eligibility requirements.

     Miscellaneous

INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE
AND GOVERNMENT POLICY
2 - 6 June   1900 E. Street, N.W. $150   GS-15 & above

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT
14 Apr   1900 E. Street, N.W. $ 45   GS-5 - 11

MANAGEMENT AND THE NEGOTIATED AGREEMENT
17 - 19 Mar   1900 E. Street, N.W. $ 85
     See course description for prerequisites.

SUPERVISION AND THE NEGOTIATED AGREEMENT
21 - 23 Apr   1900 E. Street, N.W. $ 85
     See course description for prerequisites.

U.S. Department of Agriculture Graduate School

     Special Programs

     All classes are held at the U.S. Department of
Agriculture on Saturday mornings at 8:00 a.m. to 12:00
noon except where otherwise stated.

ADP DOCUMENTATION AND WRITING
12 Apr - 17 May $ 75

U.S. Department of Agriculture Graduate School (continued)

ADP FOR EXECUTIVES
14 - 16 Apr $150   GS-13 & above
    Monday through Wednesday, 8:30 a.m. to 4:30 p.m.

ADP SYSTEMS ANALYSIS AND DESIGN
12 Apr - 21 June $100

ADP SYSTEMS DESIGN WORKSHOP
12 Apr - 21 June $100

ADP TRANSPORTATION APPLICATIONS
12 Apr - 21 June $120   Senior Analysts

ADVANCED CONCEPTS OF DATA PROCESSING
12 Apr - 21 June $ 75

BASIC CONCEPTS OF DATA PROCESSING
12 Apr - 21 June $ 75   High School
                                                        Graduate

DATA PROCESSING MANAGEMENT
12 Apr - 21 June $100   Supervisory
                                                        Personnel

DEVELOPING ADP SPECIALISTS
12 Apr - 21 June $ 75   GS-12 & above

FEDERAL CONTRACT NEGOTIATION INSTITUTE
21 - 25 Apr $130   GS-9 & above
    Classes meet Monday through Friday, 9:00 a.m. - 5:00 p.m.

INFORMATION STORAGE, RETRIEVAL & DISSEMINATION
12 Apr - 21 June $100
    Participants should have completed at least one year
    of ADP analysis experience.

SCIENCE INFORMATION AND COMMUNICATIONS
7 - 11 Apr $135   GS-13 & above

SOURCE DATA AUTOMATION
12 Apr - 21 June $ 75
    Prerequisites: Understanding of basic ADP systems and
    programming concepts.

U.S. Department of Agriculture Graduate School (continued)

TELEPROCESSING AND DATA COMMUNICATION SYSTEMS
12 Apr - 21 June $100
     Participants should have at least one advanced data
     processing course or equivalent.

OTHER EXTERNAL TRAINING

EDITORIAL PLANNING FOR PRINTING PRODUCTION
17 Mar - 10 Apr Government Printing Office   Free
     For course description consult your Training Officer.

SELECTED SHORT COURSES
SUMMER 1969

University of California at Los Angeles

ADVANCES IN DIGITAL COMPUTER SYSTEM DESIGN
23 June - 3 July $375

DESIGN AND PHILOSOPHY OF PROGRAMMING LANGUAGES
14 - 18 July $275

DESIGN AUTOMATION SYSTEMS
21 - 25 April $275

ENGINEERING MODELS OF ECONOMIC SYSTEMS
21 Apr - 2 May $375

MAGNETIC THIN FILM
4 - 9 August $275

MANAGEMENT SEMINAR IN RELIABILITY ENGINEERING AND
OPERATIONS
23 - 28 June $425

MODERN APPLICATIONS OF SEMICONDUCTORS
5 - 16 May $375

NUCLEAR ENERGY FOR SPACEFLIGHT
5 - 16 May $375

OPTIMIZATION OF STOCHASTIC SYSTEMS
2 - 13 June $375

University of California at Los Angeles (continued)

PHOTOCHEMISTRY AND SOLAR ENERGY
11 - 22 August $375

RECENT ADVANCES IN ENGINEERING MATHEMATICS
16 - 27 June $375

TECHNIQUES FOR DESIGN AUTOMATION
14 - 18 April $275

University of Michigan

ADVANCED DEVICE AND CIRCUIT MODELING
9 - 11 June $180

ADVANCED INFRARED TECHNOLOGY
9 - 13 June $225

ADVANCED TOPICS IN SYSTEMS PROGRAMMING
16 - 27 June $375

COMPUTER GRAPHICS FOR DESIGNERS
9 - 20 June $450

FUNDAMENTALS OF INFRARED TECHNOLOGY
2 - 6 June $225

INFRARED RADIOMETRY - INSTRUMENT CALIBRATIONS AND
PRECISION MEASUREMENTS
16 - 20 June $250

INTEGRATED CIRCUITS
9 - 13 June $225

NUMERICAL METHODS, OPTIMIZATION TECHNIQUES AND
PROCESS SIMULATION FOR ENGINEERS
19 - 30 May $400

SELECTED APPLICATIONS OF COMPUTERS IN ENGINEERING
19 - 30 May $400

SEMICONDUCTOR CIRCUITS
2 - 6 June $225

25X1A

OFFICE OF TRAINING

25X1A

O/DTR	Director of Training	John Richardson	819, N. Glebe
	Deputy Director of Training		819, N. Glebe
	Plans and Management		820, N. Glebe
SCHOOLS	Intelligence		711, N. Glebe
	International Communism		639, N. Glebe
	Language		2107, Arl. Twrs.
	Operations		620, N. Glebe
	Support		831, N. Glebe
STAFFS	Career Training Program		743, N. Glebe
	Registrar		839, N. Glebe
	Executive Secretary		
	Training Selection Board		839, N. Glebe
	Information, OTR Admissions		
	Training Records		832, N. Glebe
	External Training		835, N. Glebe

25X1A

Directory of Training Officers

SENIOR TRAINING OFFICERS   25X1A

O/DCI	7E-07
DDI	2F-36
DDP	3C-29
DDS&T	6E-38
DDS	2F-20

DCI

O/IG	
Inspection Staff	7D-49
Audit Staff	1201 Key
General Counsel	7D-07
Cable Secretariat	1A-53
O/PPB	6E-25
ONE	7E-62

DDI

STATSPEC

O/DDI	2F-36
CRS	2E-61
DCS	912 Key
	1005 Key
IAS	
NPIC	

25X1A

30

25X1A

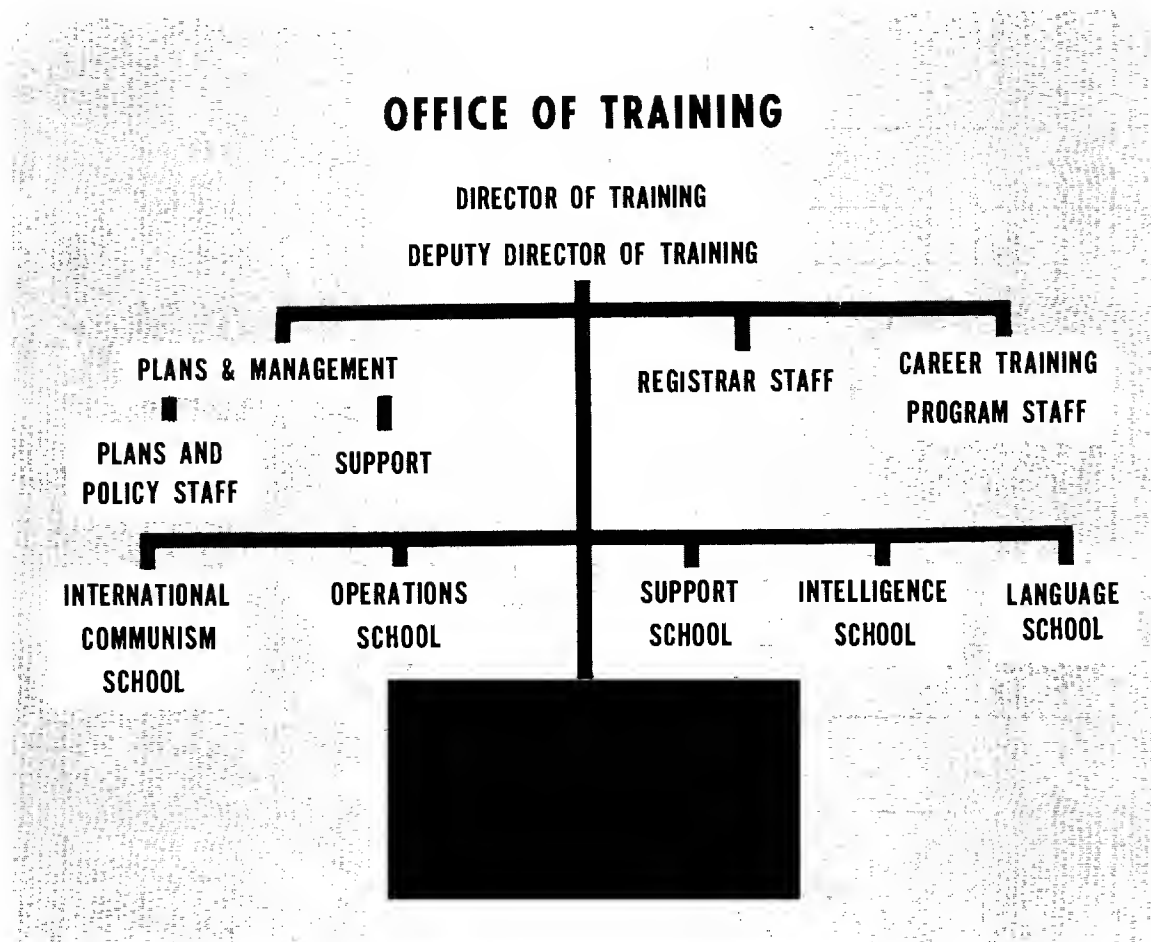| DDI (cont)	OBGI OCI OER OSR	25X1A	1001 Magazine 6G-29 4F-19 4F-19 2G-11	25X1A
DDS	Administration Communications Finance Logistics Medical Personnel SSS Security Training		GB-37 2E-37 1211 Key 1215 D Ames 1D-4044 5E-56 710 Magazine 1A-00A ▮▮▮ 839, 1000 Glebe	25X1A
DDS&T	FMSAC OCS OEL ORD OSA OSI OSP		1A-35 2E-29 5F-26 706 Ames 2D-08 ▮▮▮ 6F-36 6B-40	25X1A

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OFFICE OF TRAINING

DIRECTOR OF TRAINING

DEPUTY DIRECTOR OF TRAINING

PLANS & MANAGEMENT

PLANS AND
POLICY STAFF

SUPPORT

REGISTRAR STAFF

CAREER TRAINING
PROGRAM STAFF

INTERNATIONAL
COMMUNISM
SCHOOL

OPERATIONS
SCHOOL

SUPPORT
SCHOOL

INTELLIGENCE
SCHOOL

LANGUAGE
SCHOOL

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